

Soldiers

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This is Our



2008





Spc. Jason Curtis of Company C, 1st Battalion, 151st Infantry Regiment, pulls security during a civil-action project in Parun, Afghanistan. — Sgt. Brandon Aird

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The Official
U.S. Army Magazine

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Special Insert

Uniform and Ribbons poster — at page 9.



Front cover

Sgt. Nicholas Fate of 1st Battalion, 66th Armor Regiment, 1st Brigade Combat Team, 4th Infantry Division, provides perimeter security in a rural field near Mushahda, Iraq, during a patrol in search of weapon caches.

— MC1 Michael Larsen, USN

The Year in Revi

Iraq Operations

Story and Photos by
Staff Sgt. Lorie Jewell

AT the year's start, 10th Mountain Division Soldiers working south of Baghdad knew their area of operations as the "triangle of death."

It was a moniker forged years earlier from horrific attacks and bloody battles with the enemy.

As the year drew to a close, Lt. Col. Mike Infanti, commander of the division's 2nd Brigade Combat Team's 4th Battalion, 31st Infantry Regiment, had a different description of the region.

"It used to be the triangle of death," said Lt. Col. Infanti, during an October meeting between Gen. David H. Petraeus and local Iraqi leaders at a police station on Route Malibu, near Mahmoudiya. "Now we call it the circle of life."

The dramatic shift in security conditions and relationships

with local citizens — known as the "flipping" of an area — is one of the year's most notable successes. In places like Anbar Province, Baqubah, Yusafiyah and Ghazaliyah, residents and community leaders have banded together to work with their local security units and coalition forces to push out members of al Qaeda in Iraqi and other extremist groups.

The surge of 30,000 U.S. troops contributed significantly to the successes, Army leaders said. Throughout Baghdad and in areas beyond the capital, units have branched out of forward-operating bases and into outposts that put them closer to the cities and communities they watch over.

Improved security in such areas has allowed the government and citizens to focus on such issues as reconstruction of homes, businesses and schools, and reviving businesses, Gen. Petraeus said at an October meeting with reporters in Dubai.

Nowhere is the change more dramatic than in Ramadi,

Staff Sgt. Lorie Jewell is assigned to the MNF-I Public Affairs Office.



once an Anbar Province stronghold of al Qaeda, the general said. Schools and homes are being rebuilt, markets are reopening and, in October, the city held a military parade and a 5K “Fun Run.”

Other notable successes include:

- Community residents, sheiks and other leaders have joined together as “concerned citizens” — something akin to neighborhood watch groups — who work with area military and police forces to improve security;
- There’s been a reconciliation of a number of former insurgents, notably Abu Abed in Ameriya. He met with Gen. Petraeus and other area leaders in August, telling them al Qaeda will not be tolerated in his area.

As heartening as the successes have been, they haven’t come without cost. Two of Lt. Col. Infanti’s men — Spec. Alex Jimenez and Pvt. Byron Fouty — remain missing after a May ambush on Route Malibu that left four other U.S. Soldiers and an Iraqi interpreter dead. The body of Pfc. Joseph Anzack was discovered nearby in the Euphrates River about a week later.

As the 10th Mtn. Div. headed home in late fall, some Soldiers described their



▲ Gen. David H. Petraeus says farewell to members of a neighborhood-watch group after meeting with them at an Iraqi police station in an area once known as the “triangle of death.”

departure as bittersweet. Sgt. Jason Carvel, a military police squad leader in the 2nd BCT, was encouraged by the progress he witnessed in his area south of Baghdad. He could see a daily difference in security improvements and decreased threat levels.

“We are allowing the Iraqis and their government officials to fix the problems they need to fix with the help of our security and mentorship,” said Sgt. Carvel. “That’s the only way success can be measured, in my opinion. It’s not just what we do. We are not going to ‘win’ this war. The Iraqis must do it themselves.”

But leaving without two of their comrades is tough, Carvel and others said. They’re counting on their replacements, Soldiers from the 101st Airborne Div., to continue the search.

“They will pick up right where we left off,” Sgt. Carvel said. “When it comes to something like missing Soldiers, it’s not a matter of what unit they may be in. A Soldier is a Soldier.” 🇺🇸



◀ U.S. Soldiers and members of the Ameriya Freedom Fighters, former insurgents who have turned against al Qaeda and now work alongside the coalition in Iraq, lead Gen. David H. Petraeus and Iraqi leaders to a combat outpost in Ameriya.



Spc. Micah E. Clare

Afghanistan

By Sgt. Jim Wilt

FROM the rugged mountains of the northeastern Afghan province of Nuristan to the flat expanses of Helmand province in the south, Combined Joint Task Force-82 is aiding the Afghan people and battling the Taliban insurgency.

CJTF-82 is the national command element for the U.S. forces that recently supplanted Combined Forces Command – Afghanistan.

In February 2007 the 82nd Airborne Division's headquarters replaced the 10th Mountain Div. headquarters as the CJTF in Afghanistan. It supports NATO's International Security Assistance Force's Regional Command-East.

There are currently more than 17,000 Soldiers deployed in support of Operation Enduring Freedom and ISAF.

"Those 17,000 Soldiers have done an outstanding job throughout the year providing security for Afghanistan," said Maj. Gen. David Rodriguez, the CJTF-82 commander. "They have found and defeated insurgents and terrorists in the toughest conditions, patrolling in dangerous village streets and in rugged mountain passes, operating out of more than 35 combat outposts and forward-operating bases spread out over a country the size of Texas."

"We are tested everyday by our mission, the rugged terrain and our enemies. But make no mistake, we're making a dif-

▲ Paratroopers from the 782nd Brigade Support Battalion watch as bundles carrying food and water float to the ground in Paktika Province. The air drop was the largest in the history of Operation Enduring Freedom.

ference here," said CJTF-82's Command Sgt. Maj. Thomas Capel.

Showing America's commitment to the nation to Afghanistan, a second Army brigade combat team was deployed to the area of operations in February.

Serving in Afghanistan today are the 4th BCT and the 82nd Combat Aviation Brigade from Fort Bragg, N.C.; the 173rd Airborne BCT from Italy and Germany; the Joint Logistics Command built around the 43rd Area Support Group from Fort Carson, Colo.; Task Force Cincinnatus, built around the 23rd Chemical Battalion from Fort Lewis, Wash.; TF Rugged, built around the 36th Engineer Brigade from Fort Hood, Texas; and the 3rd Special Forces Group from Fort Bragg.

"This increase in Soldiers allows CJTF-82 to help the Afghan national-security forces and the Islamic Republic of Afghanistan build security and governance," Maj. Gen. Rodriguez said.

For many of the Soldiers here, it is not their first deployment.

"This is my fourth deployment to Afghanistan," Command Sgt. Maj. Capel said. "And I know there are many other paratroopers who have completed multiple tours of duty here in Afghanistan. They bring a level of experience to our task force that is unmatched."

While providing security for the Afghan people through

Sgt. Jim Wilt is assigned to the CJTF-82 Public Affairs Office.

The Year in Review

mounted and dismounted patrols, CJTF-82 has been working to expand the Afghan government's control throughout the area of operations, and to continue vital reconstruction efforts taking place across the country.

"Soldiers and leaders are also partnering with provincial- and district-level government officials through the planning and execution of extensive and comprehensive development programs, building rule of law and combating corruption," said Maj. Gen. Rodriguez. "In all these efforts to help fight corruption we encourage the Afghan leaders to live up to their own values."

The expansion of security and governance has allowed for significant contributions to the development of Afghanistan's infrastructure.

"Through a challenging and rigorous development program, we are helping the Afghan people rebuild their infrastructure and their country. Among the improvements are new roads and district centers, said Cmd. Sgt. Maj. Capel.

With more than 125 miles of road constructed in the past year, CJTF-82 is helping to connect the people to their government and improve commerce throughout the region.

"Those roads are connecting districts to provinces, connecting provinces to the national government, and opening up critical international commerce from Pakistan and the central Asian states," Maj. Gen. Rodriguez said.

The increase in development is enabled by improving security in many areas of the country.

Furthermore, increased security is a result of CJTF-82 working together with the Afghan security forces.

"Over 90 percent of our missions are truly combined missions showing the dedication of the Afghan National Security Forces and the willingness of the Afghan people to assume a larger role in ensuring they live in a peaceful Afghanistan," Command Sgt. Maj. Capel said.

► Spc. Michael Tyler and Afghan military policeman Stana Gul stand guard during a relief event for Kabul residents whose homes were destroyed by floods.

Showing America's commitment to the nation of Afghanistan, a second Army brigade combat team was deployed to the area of operations in February.

"The Afghan national-security forces have been widening their scope to include corps-level operations such as Operation Maiwand and Operation Khyber," said Lt. Col. Ralph Hudnall, CJTF-82's deputy operations officer.

Operation Maiwand took place in Ghazni province and was the first time a U.S. BCT fell under the tactical control of an Afghan element, Lt. Col. Hudnall said.

"The goal is a stable country secured by its own forces and no longer needing U.S. Soldiers for support and mentorship," Maj. Gen. Rodriguez said.

In a country with an extremely high level of illiteracy, Soldiers are working to increase the education of the people. The education programs supported by the Soldiers are both for basic education and advanced job-skills training.

"Since January, Soldiers have worked with the U.S. Agency for International Development and the Afghan Ministry of Education to improve educational opportunities for the entire country," the commanding general said. "Their hard work has resulted in the completion of 35 school projects and the initiation of 41 more,

and throughout Afghanistan more than 5.5 million students have been enrolled in school this year. That's an all-time high.

"We're proud of the accomplishments of the Soldiers and Army civilians as they assist the Islamic Republic of Afghanistan, the Afghan national-security forces and our international partners," Maj. Gen. Rodriguez added. 🇺🇸



The Year in Review

◀ COL Alan Bruns (right), a surgical consultant to Task Force 3 in Iraq, operates on a patient with maxillofacial trauma, assisted by a surgical technician from the 47th Combat Support Hospital.

IT'S fair to say that 2007 was a year of challenges and changes for Army medicine. Army medical personnel responded to the challenges with determination and energy and ended the year on an upbeat note, having realized many improvements and realistically anticipating even more, U.S. Army Medical Command officials said.

Opening the Center for the Intrepid

The year began with the Jan. 29 opening of the Center for the Intrepid at Brooke Army Medical Center at Fort Sam Houston, Texas. A \$43 million, 65,000-square-foot, state-of-the-art rehabilitation facility for amputees and critical burn victims, the center was created entirely by private donations from 600,000 Americans, under the auspices of the Intrepid Fallen Heroes Fund.

The four-story center has the latest rehabilitation technology, including an indoor running track, a firing range, a pool, a two-story climbing wall, a prosthetic center and a computer-assisted rehabilitation environment. The latter comprises a dome with a 4-meter platform and screen, simulating everything from sidewalks to lakesides so patients can improve their gaits and balancing skills.

The Year's Challenges

In February, a series of news articles revealed that one of the buildings used to house outpatients at Walter Reed Army Medical Center in Washington, D.C., didn't provide the quality quarters our wounded Soldiers deserve. The articles also reported the frustration some outpatients and their families felt about the

bureaucracy they had to deal with and the lack of administrative support they received.

Ultimately, good things resulted. The public, elected leaders, Defense and Army leaders, and some media united behind two overarching truths — more resources were needed for the Army Medical Department to cope with an unexpected flood of wounded, and fundamental reforms were needed to create a disability compensation system suited to today's needs.

Working together, the Army and AMEDD created the Army Medical Action Plan; the Army dispatched an Mr. Jerry Harben works in the U.S. Army Medical Cmd. Public Affairs Office.

Army Medicine in 2007

By Mr. Jerry Harben

eight-member “Tiger Team” to review outpatient care at 11 hospitals; the Department of Defense formed an Independent Review Group, co-chaired by former Army secretaries Togo West and John O. Marsh, to assess outpatient care at Walter Reed and the National Naval Medical Center in Bethesda, Md.; President George W. Bush created the Commission on Care for America’s Returning Wounded Warriors, led by former Sen. Bob Dole and former Health and Human Services Secretary Donna E. Shalala; and a number of congress members introduced bills to provide more money and foster disability reforms.

The Army Medical Action Plan

The Army Medical Action Plan is an Army initiative to develop a sustainable treatment-and-rehabilitation system. Drawing on recommendations of the Tiger Team and various commissions, it created a new concept, “Warriors in Transition,” to replace the old medical-hold/medical-holdover model.

The centerpiece of the new system is the Warrior Transition Unit. Instead of being assigned to a holding unit of the local garrison while receiving treatment in a MEDCOM facility, active-duty and reserve-component outpatients are now under one MEDCOM chain of command and have one mission: to heal.

“Warriors in Transition” — that is Soldiers who are undergoing treatment — and their family members are supported by a squad leader, a primary-care manager and a nurse case manager — to ensure that medical and administrative issues are well-managed. The MEDCOM has 35 WTUs.

Another big step is the creation of Soldier- and Family-assistance centers at installations with WTUs, to provide administrative and financial assistance, coordinate benefits and services, and offer havens where patients and Families can gather.

The Army has linked the Web-based Defense Personnel Records Retrieval System to the Department of Veterans Affairs to electronically transfer records needed for VA benefits determination. The MyMEB Web site lets Soldiers track their medical-evaluation boards online.

Soldiers can now designate preferred-treatment locations near their Families before deploying.

Commanders, Soldiers and medical professionals are trained to decrease the stigma and increase recognition and treatment of Post Traumatic Stress Disorder and traumatic brain injuries.

Other initiatives include prioritizing care and housing for warriors in transition and their Families, maintenance of medical facilities and monthly town-hall meetings at medical facilities to identify concerns.

Tracking Medical Evaluations

Injured Soldiers whose military futures are being considered by medical- and physical-evaluation boards can now track the process and challenge inaccurate information through the MyMEB/PEB page on Army Knowledge Online.

MEBs are conducted at hospitals to determine if injured Soldiers meet Army medical-retention standards. They differ from PEBs, which are conducted by U.S. Army Human Resources Command to determine if Soldiers can continue to serve and, if not, what benefits they should receive.

MyMEB/PEB can be found at www.us.army.mil/suite/page/417118 using the AKO user identity and password. Individual board information is available only with the member’s Social Security number. Users can verify status of physical exams, consults, reports and appeals. If something is inaccurate or questionable, users may contact the assigned liaison officer listed on the screen.

MHAT IV Results

In May the Army released the fourth in its series of Mental Health Advisory Team-assessment reports. The MHAT-IV (conducted from August to October 2006 in Iraq) assessed more than 1,300 Soldiers and nearly 450 Marines. The survey included new questions about ethical issues facing Soldiers while in a deployed environment. MHAT-IV also reviewed behavioral-health policies, programs, structures and resources.

The significant findings include:

- ◀ First Sgt. Jacques Keeslar climbs the rock wall at Walter Reed Army Medical Center’s 31,000-square-foot Military Advanced Training Center, a rehabilitative care unit for amputees.

SFC Roger J. Mommaerts Jr.



➤ Spec. Marco Robledo aims an M-4 rifle in the Fire Arms Training Simulator in the Walter Reed MATC.

- The rate of suicides per 100,000 Soldiers was 16.3 percent, lower than the 19.9 percent reported in 2005;

- Soldiers experienced mental-health problems at a higher rate than Marines did; and

- Deployment length was directly linked to morale problems in the Army.

To address the MHAT-IV findings, the Army has:

- Implemented scenario-based battlefield-ethics training.

- Revised suicide-prevention training.

- Incorporated behavioral health-awareness training in junior-leader development.

- Implemented small-group “Battlemind” training before and after deployment to better prepare Soldiers for the stressors of combat and to facilitate the transition home.

- Offered Battlemind training to spouses at pre- and post-deployment sessions to better prepare them for the challenges of deployments and the transition home.

Behavioral Health Boost

For those with questions about post-deployment health reassessment, suicide prevention or other behavioral-health topics, answers are available at www.behavioralhealth.army.mil.

Topics include behavioral-health needs before, during and after deployments; pre- and post-deployment health assessments; post-traumatic stress disorder; suicide prevention; Battlemind training; and resources for additional help. The “Get Answers” page lets people submit specific questions to be answered by experts.

In October the Army’s senior leaders directed that all Soldiers receive training about Post Traumatic Stress Disorder/mild Traumatic Brain Injury through a chain-teaching program. The training helps Soldiers and leaders identify signs and symptoms; know the importance of seeking care; and fosters an awareness of PTSD and mTBI.

Military Advanced Training

In September WRAMC opened its new Military Advanced Training Center. The \$10 million, 31,000-square-foot facility has the latest rehabilitation equipment and brings more than 15 specialties under one roof.



Fred W. Baker III


MATC’s Center for Performance and Clinical Research measures patients’ strides to help ensure that the proper prosthetic devices are selected for each particular Soldier. The Computer-Assisted Rehab Environment builds a virtual environment around a patient and responds to the patient’s moves. It can treat post-traumatic stress disorder by recreating simple and complex environments, with stressors that take patients to the edge of discomfort, but not beyond.

MATC offers a telemedicine conference room for communication with Families and with comrades in the combat zone; a 225-foot indoor track with the world’s first oval support harness; a rope climb and rock wall; vehicular simulators; a firearms training simulator; exercise areas; occupational-therapy clinic; prosthetic- and skill-training areas; and fitting and exam rooms.

At Home and at War

On any given day during 2007 more than 11,000 Army physicians, dentists, veterinarians, nurses, allied health professionals, administrators and medics were deployed around the world supporting the Army in combat and participating in humanitarian-assistance missions and training.

Medics in theater have new blood-clotting bandages and new tourniquets to help them control bleeding, which was the major cause of death in combat. Improved disease prevention and environmental surveillance have reduced the rate of non-combat disease or injury to the lowest level of any U.S. conflict.

In Afghanistan and Iraq, we have recorded the best casualty survivability rate in modern history. Almost 90 percent of those wounded survive and many return to the Army fully fit for continued service. 

The Year in Review

U.S. Army, North Fighting Wildfires

By Sgt. 1st Class
Lori Simmons

SUPPORTING those who fight wildfires is a key U.S. Army, North, mission, and it was one that came into sharp focus when fires ravaged much of Southern California in October.

As soon as the call came for federal assistance, ARNORTH answered it by sending defense coordinating elements to California and Idaho to coordinate potential Department of Defense support. By Oct. 22, when the two teams deployed, 23 wildfires had scorched 200,000 acres and, fueled by 70 mph winds, were threatening thousands of homes in Malibu and San Diego.

ARNORTH deployed its teams as part of a unified, coordinated federal effort to support the local and state officials leading the response, said Col. Jim Kennedy, ARNORTH's chief of current operations.

"The key to success in a mission like this is the ability

to provide state-requested Department of Defense support as quickly as possible," Col. Kennedy said. "The defense coordinating officer is the focal point for requesting DOD support."

ARNORTH currently has defense coordinating officers assigned to 10 Federal Emergency Management Agency regions. They work daily with federal, state, local and tribal leaders to become familiar with emergency plans and to build strong interagency partnerships before a disaster.

The Region IX DCO and his defense coordinating element deployed from Oakland, Calif., to Pasadena.

"I'm permanently assigned to Region IX and work in the same building as the Federal Emergency Management Agency," said Region IX DCO Col. Mark Armstrong. "We've established a very comfortable working relationship within the region, and we've been able to build trust and confidence with the various agencies involved in consequence management."

The standing relationships between the state and federal government and other agencies paid off, Col. Armstrong said,

Sgt. 1st Class Lori Simmons works in the U.S. Army, North, Public Affairs Office at Fort Sam Houston, Texas.

Staff Sgt. Hector Garcia



▲ The federal support coordinated by ARNORTH helped firefighters battle the fires in Malibu and San Diego, which together scorched some 200,000 acres of land and displaced 400,000 people.

The Year in Review

because the DCO was able to quickly coordinate DOD assistance in partnership with the lead federal agency to get help to local and state officials when and where they requested it.

The other defense coordinating element deployed in response to the Southern California wildfires was from Region X in Bothell, Wash.

That team, led by Col. Gary Stanley, traveled to the National Interagency Fire Center in Boise, Idaho, to serve as a liaison between the Fire Center and DOD to coordinate any resources needed to fight the California wildfires.


One of ARNORTH's two operational command posts joined the defense coordinating elements at March Air Reserve Base, Calif., on Oct. 24.

The rapidly deployable command post provides com-

mand-and-control capability for DOD units that may be tasked to conduct a range of civil-support missions, including medical, logistical, engineering or aviation support, said Col. Kennedy, who was the OCP chief of staff.

"For this mission, DOD deployed a mobile aeromedical-staging facility to provide initial medical treatment and prepare patients for movement to hospitals outside the area," he said.

More than 90 military and civilian personnel from Army North deployed in response to the wildfires.

A small number of ARNORTH personnel remained in Boise and in California through early November to monitor the wildfire situation and coordinate any additional requests for DOD support. 

U.S. Army North: Protecting the American People

By Mrs. Patti Bielling

WHETHER responding to a bridge collapse, supporting wildfire response or exercising for homeland-defense missions, the Soldiers and Civilians of U.S. Army North, take great pride in their mission.

"We are part of a layered, multi-echelon system of homeland defense and civil support," said Col. Lou Vogler, Army North's chief of future operations. "The system relies on a coordinated and unified effort among multiple agencies — including the Department of Defense, the National Guard, Department of Homeland Security and Army Corps of Engineers — all with the common purpose of protecting our nation and our people."

When Minneapolis's Interstate 35W bridge collapsed in August, Army North's Region V Defense Coordinating Element was deployed to the site to serve as the focal point for military response. In this case, the team worked for the Department of Transportation, the agency heading the federal response in support of the state and local authorities.


"We worked directly with civilian authorities and helped coordinate the employment of Navy divers from Norfolk, Va.," said Col.

Michael Chesney, Region V defense coordinating officer. "The Navy dive team brought unique capabilities and worked in dangerous conditions with FBI and Hennepin County Sheriff's Department divers to help recover the victims of the tragedy."


When Santa Ana winds in October kicked up wildfires that threatened thousands of homes in Southern California, various elements from Army North deployed as part of the civilian-led response.

Two defense coordinating officers and elements staffed requests for support and advised civilian authorities on DOD capabilities. In addition, an operational command post provided command-and-control capability for responding DOD forces.

Army North also worked throughout the year with interagency partners across the United States to improve disaster response in a myriad of training events, including national-level exercises, such as Ardent Sentry '07 and Vigilant Shield '08.

"Our mission is an awesome responsibility," Col. Vogler said. "As the Army service component of U.S. Northern Command, we directly support the people who live in our own neighborhoods, cities and states. We're Americans helping Americans." 



 ARNORTH coordinated Department of Defense support to the civilian-led response at the site of the Minneapolis bridge collapse in August.

Mrs. Patti Bielling works in the U.S. Army North, Public Affairs Office at Fort Sam Houston, Texas.



Caring for Soldiers and Families

SOLDIERS and their Families are entitled to the same quality of life afforded the society they are pledged to defend.

The mission of the Army's Family and Morale, Welfare and Recreation Command is to make that possible by providing Soldier, family and community support and recreation programs, activities and services.

FMWRC's "First Choice" programs for Soldiers and their Families provides social, recreational and educational activities; enhances community life; fosters Soldier and unit readiness; and promotes mental and physical fitness, FMWRC officials said.

FMWRC is a subordinate command of U.S. Army Installation Management Command. Together, they ensure military installations maintain environments that attract and retain quality Soldiers.

FMWRC traces its history to the battlefields of World War I, where Salvation Army and Red Cross volunteers ministered behind the lines to the needs of Soldiers. After that war ended, funding stopped and morale programs were mothballed. It wasn't until July 1940 that the Morale Division — later named Special Services — was established within the Adjutant General's Office.

Between 1946 and 1955 core recreation programs were established and staffed by a combination of active-duty military personnel and Civilians. Until the mid-1980s, active-duty Soldiers held military occupational specialties in Special Services and were assigned at every level of command. As those active-duty occupational specialties were phased out, Civilians took over operation of the MWR programs.

Today, FMWRC has oversight for all MWR and Family programs, a task it accomplishes with a headquarters staff of nearly 500 and a workforce of more than 34,000 employees worldwide. The command has an estimated 3.9 million customers.

The FMWRC was activated on Oct. 24, 2006. Formerly known as the U.S. Army Community and Family Support

Tim Hipps



▲ Members of the U.S. Army Soldier Show entertain Soldiers and Family members at Fort Belvoir, Va.

Center, FMWRC has been the Army's headquarters for family and MWR programs since November 1984.

The range of programs offered at a garrison is currently based on the needs of the Soldiers and Families who live and work there. The programs are managed by garrison commanders and supported by both appropriated and nonappropriated funds, the latter collected through MWR programs.

Army Chief of Staff Gen. George W. Casey Jr. has pledged his support to ease the effects of deployment on Soldiers and their Families. Under his direction, the Army Staff began implementing some of Gen. Casey's 21 support initiatives that provide assistance to Families. Changes have already been implemented in health care, housing, education and employment opportunities for Soldiers and Families. Nineteen of the 21 initiatives in the effort — called the Army Soldier Family Action Plan — will be coordinated through FMWRC.



▲ Soldiers in Iraq enjoy a game of ping-pong, thanks to a Family Morale, Welfare and Recreation Command service-level recreation kit.

FMWRC has already received more than \$100 million in supplemental funding to enhance services and support to Army Families, and the Army's senior leaders have pledged sufficient funding to sustain those programs in the future.

Managing the Army's MWR and family programs is big business. In fiscal year 2006 FMWRC received \$956 million in appropriated funds from Congress, and \$1 billion in non-appropriated funds, primarily from sales of goods or services at MWR and Family activities.

FMWRC's major business partner, the Army and Air Force Exchange Service, provided a \$108 million dividend to FMWRC. The Army shares 50 percent of AAFES' net income after expenses with the Air Force, based on the number of active-duty personnel in each service (currently the Army receives 30 percent and the Air Force 20 percent). Through the Army Simplified Dividend, garrisons also receive 100 percent of Class VI profits, 80 percent of pay-telephone revenue and .4


▼ Childcare — from infant to teen — is an important part of MWR activities at virtually every post in the Army.



percent of all local AAFES sales.

When Soldiers and their Family members make use of on-post shopping, dining or recreational facilities, they are saving money through reduced prices and tax exemptions, and a portion of the proceeds is funneled back into FMWRC. This money is used to supplement appropriated funding for those programs and activities that are not self-sustaining, such as recreation centers, libraries and Army Community Service.

Most of this money goes to Army installations and is used to run MWR and Family operations, programs and services. The remaining funds are focused on Armywide capital improvements and minor construction. FMWRC also generates revenue through Army lodging room charges. However, all of this income is used solely to sustain and recapitalize the lodging program and its facilities.

The variety of programs and activities is as diverse as the population FMWRC supports. From infant and childcare to teen activities to retirement funds for nonappropriated-fund employees, from bowling alleys to family support activities to luxury resort hotels, FMWRC offers something for everyone in the Army family. — *Mr. William Bradner, U.S. Army Family, Morale, Welfare and Recreation Command Public Affairs Office* 

Paul Phillips/Competitive Image



▲ The World Class Athlete Program — also part of Army MWR — allows Soldiers to compete in a range of sports at all levels of national and international competition.

The Year in Review

Forging Friendships in the Horn of Africa

Story by MC1 Mary Popejoy, USN

SOLDIERS deployed to Djibouti with Combined Joint Task Force-Horn of Africa are located in East Africa, a region of the continent covering some 2.1 million square miles. Fifty percent of the population of the region lives in poverty, there are 3.3 million refugees and more than 10 million displaced people, and at least 26 million people who are HIV positive.

CJTF-HOA, a unit of U.S. Central Command, conducts operations and training to help partner nations establish regional stability and security. The organization consists of about 1,800 U.S. military personnel and civilian employees, and representatives of such coalition and partner countries as Djibouti, Ethiopia, Eritrea, Kenya, Uganda, Somalia, Sudan, Tanzania, Yemen, Seychelles, Comoros, Mauritius and Madagascar.

The Department of Defense created CJTF-HOA in 2002 and authorized Marines aboard USS *Mount Whitney* to take charge of the new organization. The Marines led the task force from November 2002 to April 2003. In May 2003 the Marines took over Camp Lemonnier, a former French Foreign Legion post. After three years of successfully executing the CJTF-HOA and Camp Lemonnier missions, the Marines turned over both operations to the Navy in April 2006.

Under the command of Rear Adm. James Hart, CJTF-HOA's mission is to prevent conflict, promote regional stability, protect coalition interests and prevail against extremism in East Africa and Yemen through humanitarian assistance, disaster relief, consequence management, military-to-military training, civic-action programs, construction of schools and clinics, and water-resource projects.

"We're helping Africans help Africa with the projects civil-affairs teams are doing, such as building schools, digging wells, creating libraries, training medical and veterinary personnel, and sanitizing slaughterhouses in cooperation with host nations, U.S. embassies and the U.S. Agency for International Development," said Army Brig. Gen. Sanford Holman, CJTF-HOA's deputy commander.

An invaluable piece of the CJTF-HOA mission is the civil-affairs program carried out in the Horn of Africa. Civil-

affairs teams include members who have formal medical training, such as Army medics, nurses, emergency medical technicians and firefighters.

"Civil-affairs personnel work to prevent future conflict by mitigating many of the conditions that our opponents would use to justify attacking our coalition partners and U.S. targets," said Army Maj. John Ling, executive officer of Company B, 489th Civil Affairs Battalion. "The projects that we complete are important to the overall mission, and we're careful to coordinate with nongovernmental organizations, international organizations, USAID and local governments to prevent duplication of effort.

"We're also very careful to consider ethnic and religious sensitivities when we begin projects," Maj. Ling added. "We have to consider these issues in order to act and appear even-handed."

▼ Staff Sgt. Robert Conley discusses improvised explosive devices with Ethiopian troops during a CJTF-HOA training course in Hurso, Ethiopia.

MC1 Mary Popejoy, USN



MC1 Mary Popejoy is assigned to the CJTF-HOA Public Affairs Office.



▲ CJTF-HOA personnel attend the dedication of Karamara Hospital in Jijiga, Ethiopia, following the completion of renovations carried out by CJTF-HOA personnel and local workers.

CJTF-HOA's purpose is to prevent conflict, promote regional stability and protect the interests of the United States and its coalition partners in order to prevail against extremism, and civil-affairs teams are trained specifically in all three of the commander's lines of operation: defense, diplomacy and development, Maj. Ling said.

"We focus on developing host-nation capacity for water supply, health care and education at the local level. This often means we are involved in renovating wells, and sometimes installing new ones," he said. "Other times, it can be as simple as replacing damaged faucets at a community water point. It's this kind of immediate impact that we try to provide."

Most of the locations civil-affairs teams visit are remote, so a team's members have a powerful impact on a town whose citizens might have to walk or hitchhike 50 kilometers to get to the closest city, Maj. Ling said.

"We show up in our SUVs with plumbing supplies and tools and, by the end of our visit, we leave behind working water points," he said. "More importantly, by the time we leave we've established friendships with the people we helped, and that's how we really support people in the Horn of Africa."

An integral part of the CJTF-HOA mission is military-to-military training with partner nations, because it enhances their capabilities to combat extremism and improve their security capacity, Maj. Ling said.

Soldiers from the Guam Army National Guard's Company D, 1st Battalion, 294th Infantry Regiment, for example, have conducted military-to-military training since they started deploying to the Horn of Africa in 2004. The unit has trained

soldiers from the Ethiopian National Defense Force, the Djiboutian National Defense Force, the Ugandan Peoples' Defense Force and the Kenyan Department of Defense.

The training focuses mainly on counter-terrorism, light-infantry tactics and developing noncommissioned officers.

"CJTF-HOA conducts military-to-military training to build and enhance the partner nations' abilities to defend their borders and expand that capacity and transfer it to other areas," said Capt. Joseph Cruz, commander of Co. D, 1st Bn., 294th Inf.

This year his unit conducted two iterations of military-to-military training, each of which lasted six to eight weeks. The training was conducted with the Djiboutian Rapid-Action Regiment in Arta, Djibouti.

"We're here to help Africans solve Africa's problems. Our interagency approach — through diplomacy, development, and defense — has been extended to our international partners and the East African countries," said Rear Adm. Hart.

"Regional security is a very big part of this. CJTF-HOA's partnership with the Department of State, USAID and other organizations helps us to understand what the concerns are, and how we can better respond to extremism throughout the region," he said. "Our goal is to assist our international partners with the development of a stable and secure region, which promotes economic development for all Africans." 🇸🇨



▲ Army National Guard Soldiers assigned to CJTF-HOA board a helicopter in Djibouti, bound for a camp in Ethiopia.

The Year in Review

Army Imperatives

Story by Mr. Gary Sheftick

NOT long after assuming his duties as Army chief of staff, Gen. George W. Casey Jr. rolled out four imperatives that he said can balance a force that has been “stretched and stressed” by six years of war.


“Sustain, prepare, reset and transform,” are the four ways Gen. Casey said the Army must restore readiness and strategic depth. He said that today’s Soldiers are performing admirably in Iraq and Afghanistan, but expressed concerns that the Army would take more time than he’s comfortable with to respond to other threats around the world.

“Today’s Army is out of balance,” he said. “We are

Mr. Gary Sheftick is the chief of the Army News Service in Arlington, Va.

consumed with meeting the needs of the current fight.” With many units having only one year between deployments, he said their training must focus on counterinsurgency tactics and that there is no time to train for the “full spectrum” of combat.

On the other hand, the Army now has a “combat-seasoned” force that can adapt quickly, Gen. Casey said, but he added that he is concerned that a lack of training in conventional warfare and inadequate investment in the future could deter readiness over the long haul.

Restoring depth and breadth and building capacity will take a few years, he said. 

SUSTAIN

The first imperative is to sustain Soldiers, Civilians and Families, Gen. Casey said, through recruiting and improving quality of life. Taking care of wounded warriors is also part of this, he said.

“Our mission is to rehabilitate Soldiers and get them back into the fight,” Army Secretary Pete Geren said during his opening remarks at October’s annual meeting of the Association of the U.S. Army. “Warrior-transition” units are being established across the Army, he said.

PREPARE

Gen. Casey said the Army’s second imperative is “to continue to prepare Soldiers for success in the current conflict.” He said the Army must continue to adapt its training and equipment to keep ahead of an adaptive enemy. “Military success in this war is tied to training leaders and Soldiers,” he said, “and the Army will not fail at this.”

RESET

The third imperative, Gen. Casey said, is that the Army “must continue to reset units and to rebuild the readiness consumed in operations, to prepare them for deployments and future contingencies.” He added that the service must reset for the future, not for the past.

TRANSFORM

“Lastly ... we must transform our Army to meet the demands of the 21st century,” Gen. Casey said. “Transformation for us is a holistic effort ... It’s a journey for us, not a destination.

“We believe that we must continually modernize our forces and put our Cold War formations and systems behind us,” he added. He and Secretary of the Army Geren emphasized that Future Combat Systems research and development is currently the Army’s largest effort to modernize.

Army Organization



The Army is the primary land-power arm of the nation's armed forces. It exists to serve the American people, protect enduring national interests and fulfill the nation's military responsibilities.

Soldiers form the centerpiece of Army organizations. Professional Soldiers — warriors well trained, well equipped and well led — are the ultimate expression of what the Army provides to the nation and the joint force. The Soldier is the engine behind Army capabilities. But the Army is more than a collection of individuals. It is a complex institution comprising many diverse types of organizations.

The Institutional and Operational Army

The institutional Army provides the foundation necessary to design, raise, train, equip, deploy, sustain and ensure the readiness of all Army forces. It includes the schools and training centers that develop and maintain individual and collective skills and preserve the doctrine, research and learning activities of the Army's professional knowledge base.

It also provides the infrastructure and capabilities needed to rapidly expand the Army and deploy its forces, and it synchronizes Army acquisition and force development efforts needed to equip, supply and support the operational Army.

The operational Army provides essential land-power capabilities to combatant commanders. For most of the 20th century, the operational Army was organized around the division. Today the Army is transforming from a division-based to a brigade-based force.

This more agile "modular force" is organized and trained to fight as part of the joint force. Modular organizations can be quickly assembled into strategically responsive force packages able to rapidly move wherever needed. In addition to conventional modular forces, the Army will continue to provide the major special operations force capabilities in support of Special Operations Command's global mission.



Army Civilians and Contractors

Army civilians and contractors support the Army's ability to mobilize, deploy, employ and sustain Army forces at home and abroad. In recent years an increasing number of Army civilians and contractors have been supporting Soldiers on the battlefield, employing their technical expertise under hazardous conditions.

Army civilians are full-time federal employees with skills and competencies that encompass many functional areas and occupational series. They perform technical and administrative tasks that free Soldiers for training and for operational and institutional missions.

Civilian contractors support Army forces in garrison locations and on the battlefield. Contractors are hired for specific tasks and for a specific duration. They provide professional skills and perform technical and administrative tasks that allow Soldiers to focus on their primary missions.



Components

The Regular Army is a federal force consisting of full-time Soldiers and Army civilians assigned to the operational and institutional organizations engaged in the Army's day-to-day missions.

The Army National Guard has a dual mission that includes federal and state roles. In its federal role the National Guard provides trained units able to mobilize quickly for war, national emergencies and other missions. In its

state role it prepares for domestic emergencies and other missions as required by state law. National Guard units are commanded by a state executive (usually the governor), unless they are mobilized for a federal mission.

The Army Reserve is the Army's primary federal-reserve force. It is a complementary force consist-

Welfare and Readiness

The challenge of serving a nation at war highlights the importance of providing for the physical, material and spiritual well-being of Soldiers, Army civilians and their family members. Their welfare is linked to readiness and the Army's sustained viability as an all-volunteer force.

Ultimately, the Army is a team comprising many people: Soldiers and civilians of the regular and reserve-component force, and the citizens who support them, including retirees, veterans and family members.

To meet today's challenges the Army is engaged in a continuous, adaptive cycle of innovation and experimentation informed by experience. This effort is improving the forces and capabilities the Army is providing today and ensuring that it is well postured for tomorrow.



ing of trained Soldiers and units able to perform a vast range of missions worldwide. Their primary role is to provide the specialized units, capabilities and resources needed to deploy and sustain Army forces at home and overseas. The Army Reserve force is also the Army's major source of trained individual Soldiers for augmenting headquarters staffs and filling vacancies in Regular Army units.

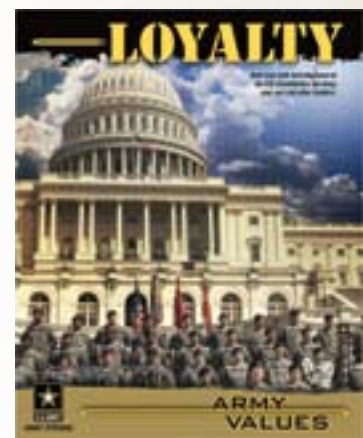
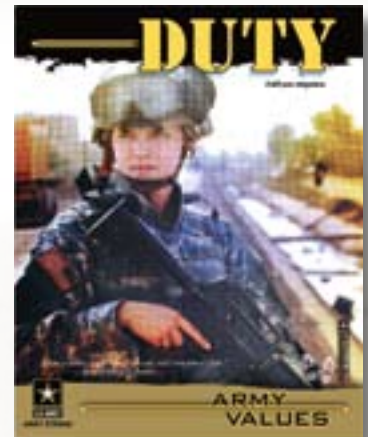
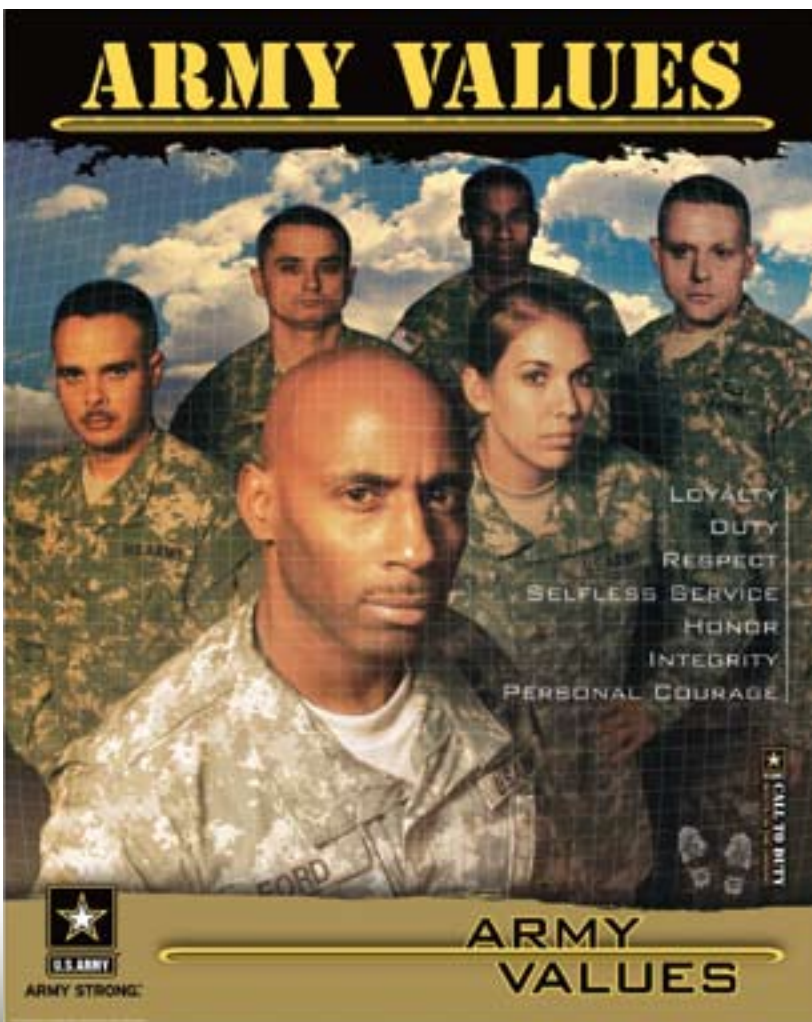


Source: FM-1, "Army Organization."

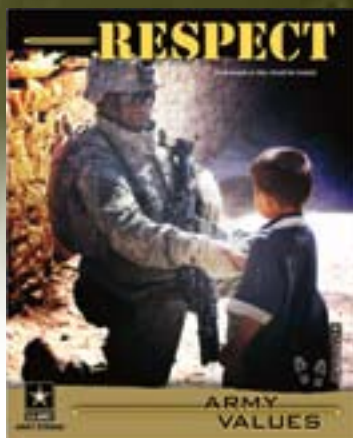
Army Values

ARMY ethics are the pedestal of confidence on which American citizens place their highest trust. They serve as the foundation for keepers of the peace for our country. These ethics are the foundation of our seven Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.

Army Values are not merely phrases for how members of the Army should act. They define who we are, what we do and what we stand for. We emulate the seven Army Values because they are the standard for behavior, not only in the Army, but in any ordered society. They are what make us Army Strong. — *Sergeant Major of the Army Kenneth O. Preston*



Poster downloads are available at
www.army.mil/publications/soldiersmagazine



Transitioning to the Guard or the Reserve

SOLDIERS planning to leave active duty when their enlistment commitments are up can continue to serve their country by joining the Army National Guard or the Army Reserve.

Reserve-component career counselors support Army recruiting efforts by enlisting and transferring highly qualified Soldiers into the reserve component.

“Due to the increased reliance on the reserve component, it is imperative that we maintain a total Army readiness posture,” said Lt. Col. Lisa Courtney, the chief of reserve-component transition for the Army’s Human Resources Command.

These counselors, who are often co-located with a unit’s retention NCO, brief Soldiers about their options, benefits and eligibility requirements for continuing their military careers in the reserve component. The RCCCs also advise Soldiers of their requirements if they have a remaining service or contractual obligation.

When Soldiers enlist in the Army, or are appointed as officers, they incur an eight-year military-service obligation. They may have contracts for two to six years, which are considered contractual obligations, with the remaining time considered a statutory obligation. This means if Soldiers choose not to join a reserve component, they’ll automatically be assigned to a control group or personnel pool for the remaining time.



Among the benefits of joining a reserve component are:

- The Direct Commission Program;
- Affiliation bonuses up to \$20,000;
- Prior-service enlistment bonuses up to \$15,000;
- Educational benefits, which include:
 - Montgomery G.I. Bill
 - Montgomery G.I. Bill “Kicker”
 - Student Loan Repayment Program up to \$20,000
 - Tuition Assistance
- Medical/dental plan
- Low-cost Servicemembers’ Group Life Insurance;
- Military retirement (after 20 years of service);
- MSO reduction up to 24 months;
- Stabilization incentives up to 24 months;
- Unlimited commissary and post-exchange privileges;
- Space-available travel on military aircraft;
- Uniform exchange (enlisted);
- Special programs (“Try One” and drill sergeant);
- MOS reclassification.

It is mandatory for Soldiers at the rank of E-3 through E-5, O-1 through O-3, and all warrant officers to make an appointment with the RCCC from 90 to 120 days before leaving service.

— *Human Resources Command*





SOLDIERS MEDIA CENTER



WE WANT YOUR STORY...

The U.S. Army is our nation's greatest resource in defense of our homeland. Every day Soldiers and civilians perform acts of valor. The heroic acts performed on the battlefield and the acts of kindness from humanitarian efforts demonstrate the strength of the Army. We want to tell your story. To find out how the Soldiers Media Center can tell your story, contact your unit public affairs officer or correspond with the assignments desk at

assignmentdesk@smc.army.mil



Soldiers



WWW.ARMY.MIL
THE OFFICIAL WEBSITE OF THE UNITED STATES ARMY





Insignia of the United States Armed Forces — ENLISTED

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	Senior Enlisted Advisors
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ARMY

no insignia											
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Corporal (EPL) Specialist (SPC)	Sergeant (Sgt)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)


MARINES

no insignia											
Private (Pvt)	Private First Class (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSgt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)

AIR FORCE

no insignia												
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	Command Chief Master Sergeant (CCM Sgt)	Chief Master Sergeant of the Air Force (CMSAF)

NAVY

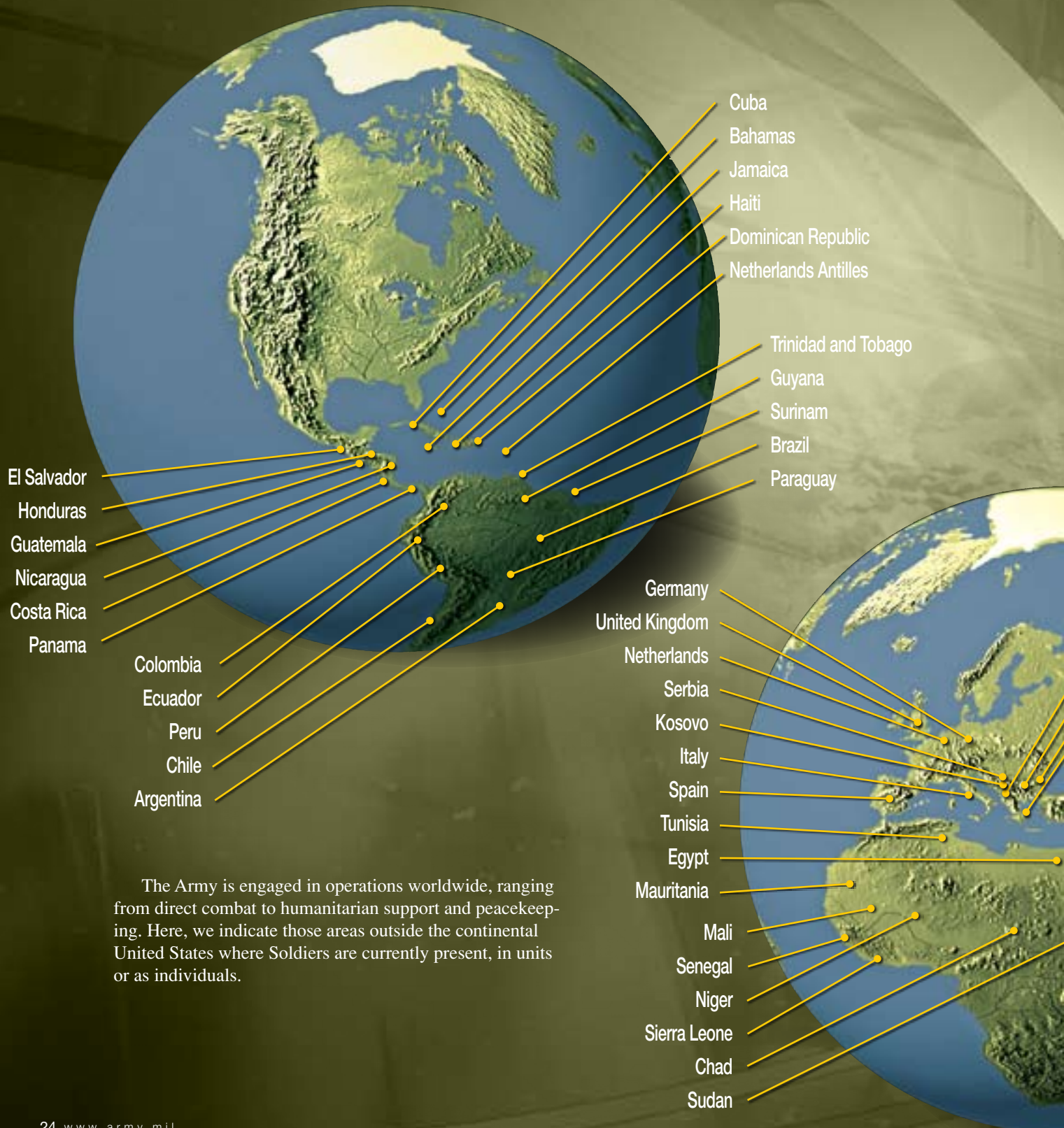
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Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPPO)	Force or Fleet Command Master Chief Petty Officer (FORMC) (FLTMC)	Master Chief Petty Officer of the Navy (MCPON)	Master Chief Petty Officer of the Navy (MCPON)

COAST GUARD

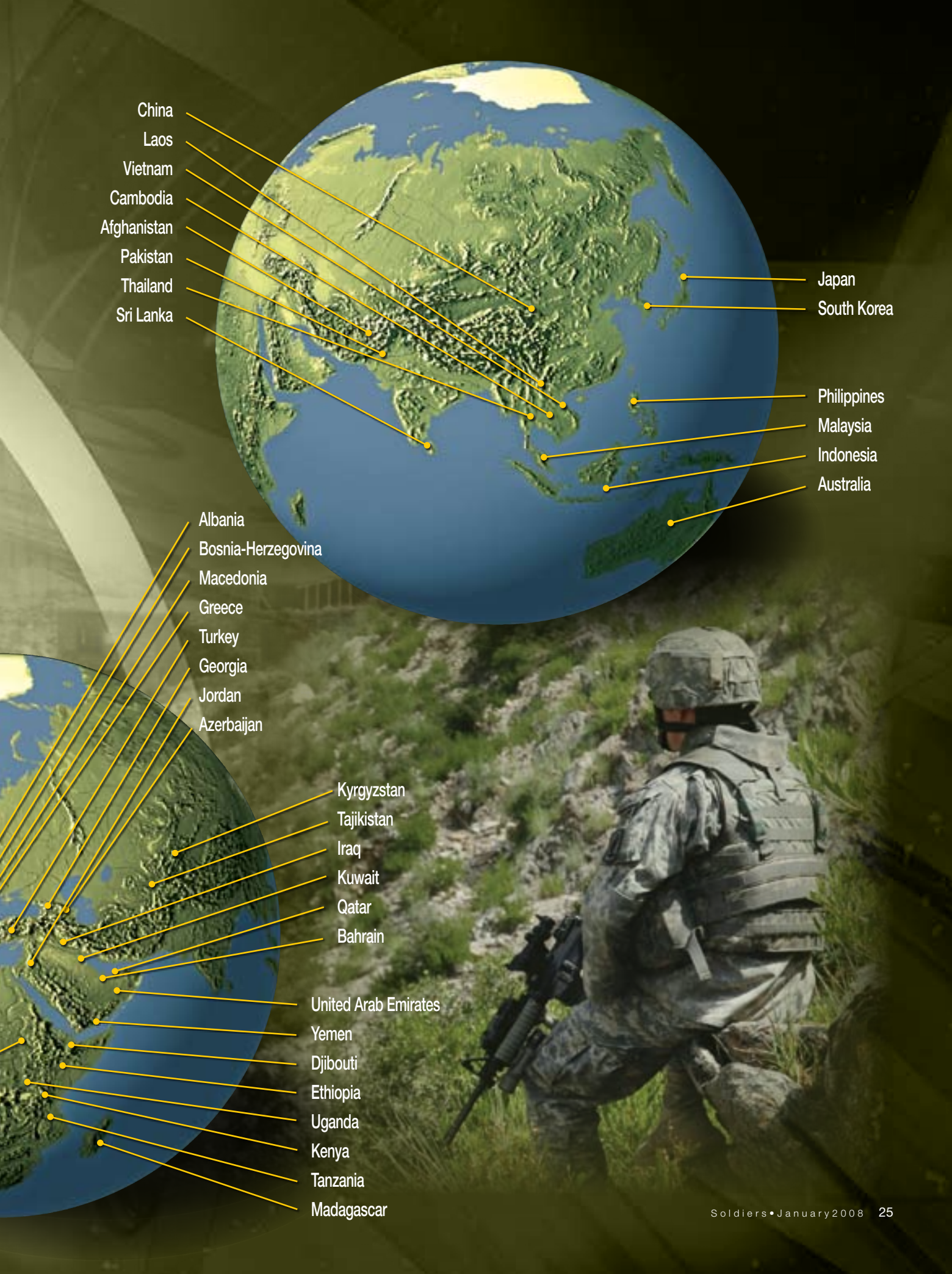
											
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPPO)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCPO-CG)	Master Chief Petty Officer of the Coast Guard (MCPO-CG)

Source: www.defenselink.mil

Where We Are



The Army is engaged in operations worldwide, ranging from direct combat to humanitarian support and peacekeeping. Here, we indicate those areas outside the continental United States where Soldiers are currently present, in units or as individuals.



- China
- Laos
- Vietnam
- Cambodia
- Afghanistan
- Pakistan
- Thailand
- Sri Lanka
- Japan
- South Korea
- Philippines
- Malaysia
- Indonesia
- Australia
- Albania
- Bosnia-Herzegovina
- Macedonia
- Greece
- Turkey
- Georgia
- Jordan
- Azerbaijan
- Kyrgyzstan
- Tajikistan
- Iraq
- Kuwait
- Qatar
- Bahrain
- United Arab Emirates
- Yemen
- Djibouti
- Ethiopia
- Uganda
- Kenya
- Tanzania
- Madagascar

Insignia of the United States Armed Forces — OFFICERS

0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	Special
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ARMY • AIR FORCE • MARINES

Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)

NAVY • COAST GUARD

Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM)(L)	Rear Admiral Upper Half (RADM)(U)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

W-1	W-2	W-3	W-4	W-5
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ARMY

Warrant Officer (WO1)	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)

NAVY • COAST GUARD

Chief Warrant Officer (CW01)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)
NO WARRANT OFFICER USCG				NO WARRANT OFFICER USCG

MARINES

Warrant Officer (WO)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)

AIR FORCE

NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT
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Army Careers



The Army's military occupational specialties are divided into broad categories that include the enlisted career-management fields, warrant officer career branches and officer career branches, plus officer and medical functional areas. As the Army changes, career categories evolve and new career specialties emerge.

Administrative Support

Specialties include clerical and supervisory activities in personnel, administration, finance, accounting and information services:

- ▶ Records administration
- ▶ Religious-support specialists
- ▶ Personnel and recruiting
- ▶ Supply and logistics

Arts and Media

Specialties include the conduct of civil affairs and communication of the Army's message to military and civilian audiences:

- ▶ Broadcast and print reporters
- ▶ Visual-information specialties
- ▶ Musicians
- ▶ Civil affairs

Combat

Specialties in offensive- and defensive-combat activities also include reconnaissance and security. Most of these MOSs are closed to women. Major fields include:

- ▶ Artillery
- ▶ Air defense
- ▶ Chemical specialties
- ▶ Ordnance
- ▶ Combat aviation
- ▶ Combat engineers
- ▶ Infantry
- ▶ Divers
- ▶ Armor
- ▶ Special forces
- ▶ Tactical-center operations

Computers and Technology

Specialties requiring science and technical training include equipment operations and maintenance, laboratory testing and data interpretation:

- ▶ Electronics maintenance and operations
- ▶ Computer-systems specialists
- ▶ Imagery interpretation
- ▶ Systems installers and maintainers

Construction Engineering

Specialties include technical development, building and road construction, and maintenance of facilities and equipment:

- ▶ General and topographic engineering
- ▶ Equipment repair
- ▶ Electricians and plumbers
- ▶ Heavy-equipment operators
- ▶ Power generation

Intelligence and Combat Support

Specialties include participation in psychological operations, electronic warfare, and the collection and analysis of military intelligence:

- ▶ Linguists
- ▶ Cryptanalysts
- ▶ Ammunitions specialists
- ▶ Armament repair
- ▶ Watercraft specialists
- ▶ Meteorological specialists

Legal and Law Enforcement

Specialties include legal and security support to the Army community in peace and war:

- ▶ Military police
- ▶ Firefighters
- ▶ Attorneys
- ▶ Paralegal specialists
- ▶ Criminal investigators

Mechanics

Specialties include the maintenance and recovery of equipment, vehicles, weapon systems and aircraft:

- ▶ Metal workers and machinists
- ▶ Weapon repair
- ▶ Vehicle and systems repair
- ▶ Heating and cooling mechanics

Medical and Emergency

Specialties in the medical and dental fields cover a variety of responsibilities, from point-of-injury to clinical settings.

- ▶ Surgical nursing and patient care
- ▶ Patient administration
- ▶ Laboratory specialties
- ▶ Pharmacy and medical supply
- ▶ Food inspection
- ▶ Animal care

Transportation and Aviation

Specialties include the coordination and supervision of personnel, equipment and procedures for the proper transportation and use of Army materials throughout the world.

- ▶ Flight operations
- ▶ Petroleum and water supply
- ▶ Shipping and transportation
- ▶ Supply and services

Source:
www.goarmy.com/careers



Armed Forces Recreation C

WHETHER you choose to indulge in the gentle tropic breezes and island hospitality of Oahu, Hawaii; sightsee in quaint, picture-postcard villages in Germany; treasure hunt at famed shopping districts in Seoul, Korea; or visit the enchanting Walt Disney World Resort in Orlando, Fla.; one of the Armed Forces Recreation Center vacation getaways will leave you with memories that will last a lifetime.

AFRCs are full-service resort hotels managed as joint-service facilities that provide quality, family-oriented vacation opportunities at affordable prices to servicemembers and their families, retirees, and other authorized Defense Department employees and their families.

The AFRCs include the Hale Koa Hotel on Waikiki Beach, on Oahu; the Edelweiss Lodge and Resort at the foot of the Bavarian Alps in Garmisch-Partenkirchen, Germany; Korea's Dragon Hill Lodge; and Shades of Green at Walt Disney World.

All of the resort hotels offer such amenities as swimming pools and tennis courts, fitness centers, restaurant, lounges and shops, on-site entertainment, tour-planning offices and sports-equipment rentals.



◀ The Dragon Hill Lodge is a perfect starting point for an exploration of the wonders of Korea, known as the "Land of the Morning Calm." This premier lodge is located in Seoul, minutes from cultural sites, museums and markets.

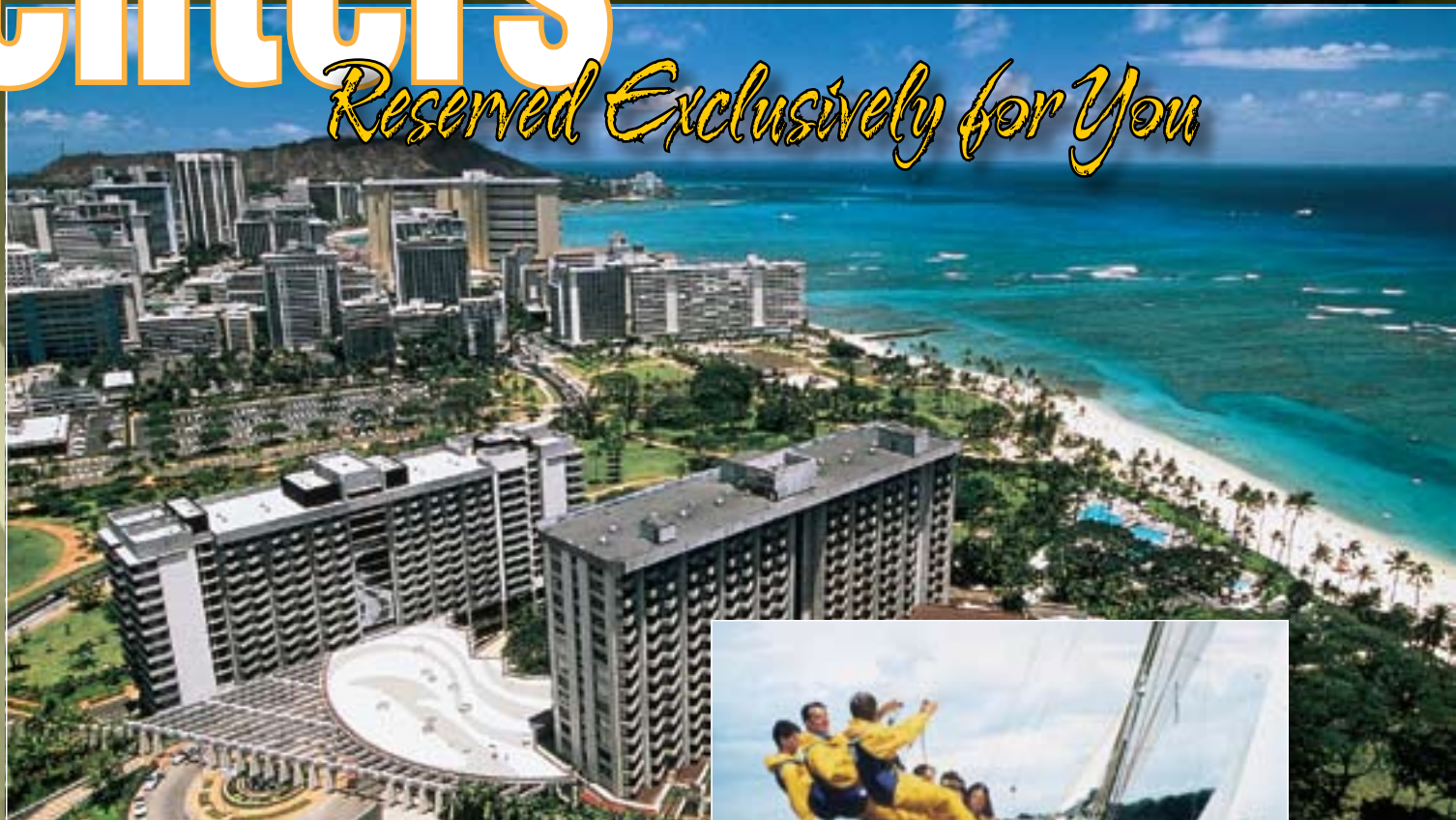


▲ Shades of Green is situated in the heart of Walt Disney World in Florida. The resort is an open door to the Magic Kingdom park, EPCOT Center, Disney-MGM Studios, Disney's Animal Kingdom, two championship golf courses and amenities to spoil the entire family.

enters



Reserved Exclusively for You



- ▲ The Hale Koa Hotel sits along Waikiki Beach in Honolulu. It features 66 acres of breathtaking views, tropical excitement, fine dining and a host of special guest services.



- ▼ The Edelweiss Lodge and Resort in Germany is conveniently located near such European treasures as King Ludwig's castles, Austria, Berchtesgaden, Venice and Vienna.



**For more information and to make reservations
visit www.armymwr.com/portal/travel/recreationcenters.**

This is Our

SOLDIERS is proud to present This is Our Army 2008 — a pictorial record of Army life at home and abroad. The photographers who share these images from the past year have captured for posterity what it means to be Army Strong. The Soldiers, family members and civilians who are the Army have great stories to tell — stories of service to the nation in Iraq, Afghanistan or elsewhere; of training hard for challenging assignments; of caring for families and communities. We thank all those who took time to share their images of America's Army.

Gil High
Gil High
Editor in Chief

1



1. Chaplain (Lt. Col.) Keith Shurtleff of the 70th Engineer Battalion puts up a street sign at Forward Operating Base Orgun-E in Afghanistan. — Gary Nap

2



2. Soldiers from the South Carolina Army National Guard's 3rd Battalion aliens attempting to sneak across the U.S. border near Nogales, Arizona.

Army

3



in, 178th Field Artillery, watch for illegal
— Capt. Denton Smith

3. Kansas State University strength coach Mike Kent works with Joshua Saldana during a day for families
of deployed Fort Riley, Kan., Soldiers. — Gary Nap

This is Our Army



1



2

1. First Sgt. Clinton Merritte and Capt. James Hartman take swings from the tees at the driving range on Camp Victory, Iraq. — *Staff Sgt. Jacob Boyer*

2. Three-year-old Scottie MacDonald entertains the audience with his own conducting as his father, Chief Warrant Officer Scott MacDonald, conducts the 1st Infantry Division Band at Fort Riley. — *Gary Nap*

3. Spc. Kimmer Hosen forms a sphere of hoops to represent the earth during her Navajo Nation hoop dance at Camp Victory, Iraq — *Staff Sgt. Jacob Boyer*

4. Army family member Antonio Diaz plays a game of football with Kansas State University Wildcat Michael Poschke during a family day at Bill Snyder Family Stadium. — *Anna Morlock*

5. Members of the Georgia National Guard's 121st Infantry Company conduct combatives training with Bulgarian troops at Hohenfels Training Area. in Germany. — *Pfc. Kalie Frantz*

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4



5



1. Soldiers of the 7th Special Forces Group conduct sling-load training at Hawthorne Army Depot, Nev. — *Ashwani Singh*

2. Capt. Douglas M. Sweet is welcomed home by his wife, Vicki, while their dog enjoys the spot between them. Sweet was returning to Kelly Barracks in Darmstadt, Germany, following a year-long deployment to Iraq. — *Martin Greeson*

1



2



3. Sgt. 1st Class Michael Gholston of the Oregon National Guard's 115th Mobile Public Affairs Detachment talks with fellow Soldiers following pre-deployment training at Fort Dix, N.J. — *Staff Sgt. Russell Basset*

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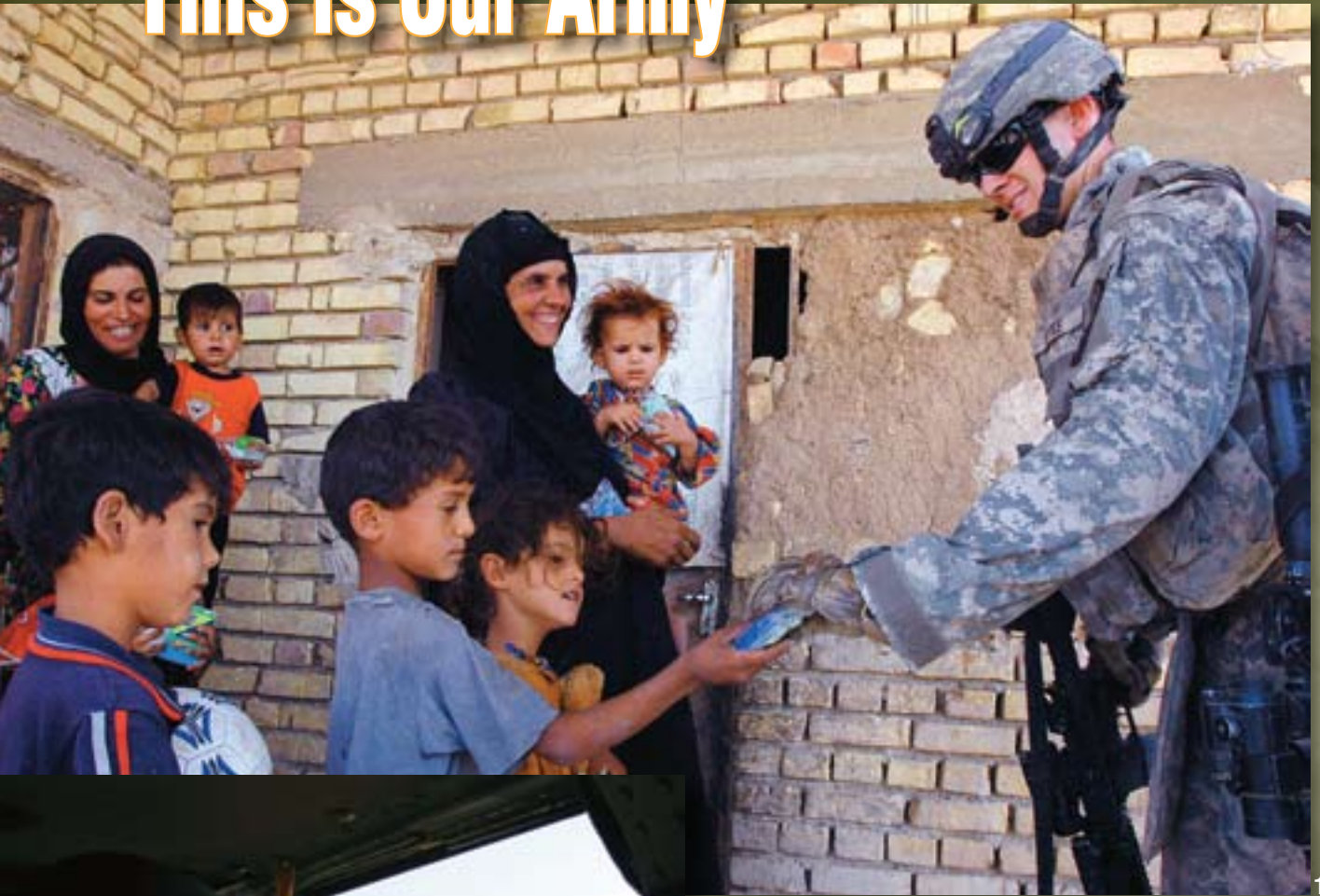
This is Our Army



4. Members of the 63rd Engineer Co. and 11th Engineer Battalion compare the accuracy of the new short-barrel M-240B machine gun with that of the standard-barrel version.
— Michelle L. Gordon



This is Our Army



1. Cpl. James Dyke of A Troop, 2nd Squadron, 1st Cavalry Regiment, hands out toys to children in Kahn Bani Sa'ad, Iraq. — *Spc. John W. Crosby*

2. A door gunner in a UH-60 Black Hawk of the 36th Combat Aviation Brigade test fires his weapon over Iraq's Tigris River. — *Capt. Randall Stillinger*

3. Soldiers from 2nd Battalion, 12th Field Artillery Regiment, from Fort Lewis, Wash., move toward the home of a targeted anti-coalition Shiite militia member during an early morning operation in Tha'Alba, Iraq. — *Staff Sgt. Russell Bassett*

4. Sgt. Michael A. Rivera, an aviation mechanic in C Troop, 2nd Squadron, 6th Cavalry Regiment, greases the bearings on an OH-58 Kiowa Warrior at FOB Warrior, Iraq. — *Pfc. Durwood Blackmon*

5. Sgt. Nathan Harvey helps Spc. Jonathan Luchak following a partnership dive with fellow underwater engineers in Kuwait. — *Staff Sgt. Patrick Moes, USAF*



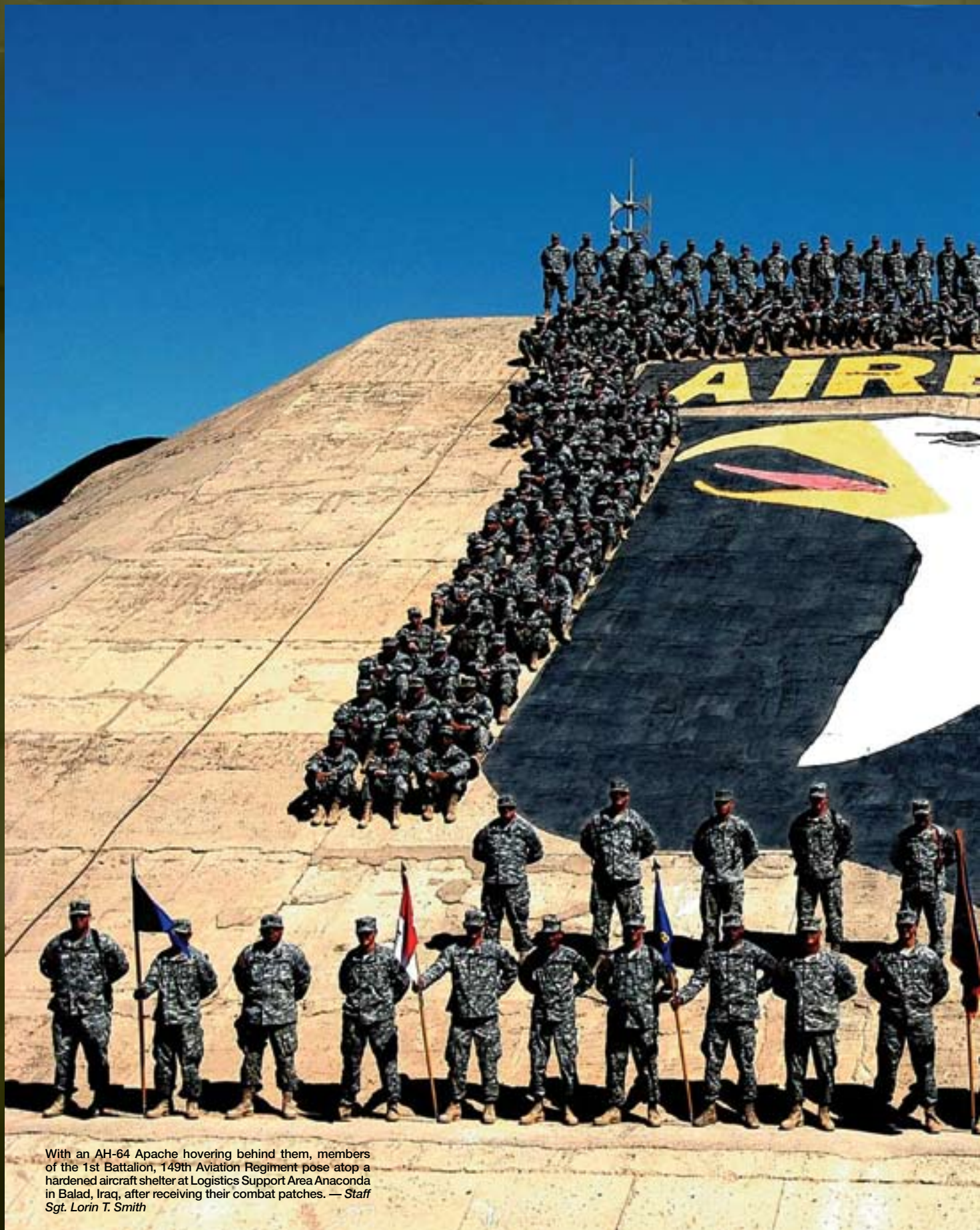
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With an AH-64 Apache hovering behind them, members of the 1st Battalion, 149th Aviation Regiment pose atop a hardened aircraft shelter at Logistics Support Area Anaconda in Balad, Iraq, after receiving their combat patches. — Staff Sgt. Lorin T. Smith

This is Our Army



This is Our Army



1. Spc. Christopher Flores (left) and Pfc. Chealse McMillian, both with Battery A, 3rd Battalion, 7th Field Artillery Regiment, fire a howitzer during an exercise at Forward Operating Base McHenry, Iraq. — *Sgt. Amanda Morrissey*

2. In the final hours of the four-day Nijmegen March in the Netherlands, participants (including Soldiers from U.S. Army Garrison Schinnen), were drenched by torrential rains. — *Tom Budzyna*

3. A multi-service color guard advances during a Memorial Day service in Afghanistan. — *Sgt. Timothy Dineen*

4. Soldiers practice decontaminating themselves during an NBC training exercise at Yakima Training Center, Wash., before deploying to Iraq. — *Staff Sgt. Cody Earl*

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This is Our Army

1. Pfc. Cory Dimas from 3rd Squadron, 3d Armored Cavalry Regiment, takes aim at a target during the squadron's sniper training at Trapnell Sniper Range, Fort Hood, Texas. — *Master Sgt. Tim Volkert*

2. Pvt. Brian Curatoro of the 502nd Multi-Role Bridge Company guides a section of an assault float bridge into place near Camp Taji, Iraq. — *MC2 Kitt Amaritnant, USN*

3. A 7th Special Forces Group Soldier descends toward an objective during an exercise at Hawthorne Army Depot, Nev. — *Ashwani Singh*

4. An 82nd Airborne Division Soldier guards vehicles that carried Adm. William J. Fallon, commander of U.S. Central Command, to a visit with local officials at Baiji Oil Refinery, Iraq. — *Master Sgt. David Rhodes*

5. Staff Sgt. Shawn Smith of 2nd Battalion, 35th Infantry Regiment, befriends a local boy during a visit to a street market in Kirkuk, Iraq. — *Master Sgt. Steve Cline, USAF*



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This is Our Army



1. Sgt. Robert Evans works on a model car in the Occupational Therapy Clinic at Walter Reed Army Medical Center in Washington, D.C. — *Craig Coleman*

2. Command Sgt. Maj. James Savitski of the 1st Infantry Division's 3rd Brigade Combat Team (at right) calls cadence as members of the Kansas State University football team march into the Bill Snyder Family Football Stadium in Manhattan, Kan. — *Spc. Dustin Roberts*



3. A member of the U.S. Army Soldier Show belts out a tune during a performance at Fort Bliss, Texas. — *Wilson A. Rivera*

4. Quality-control inspector Donna Webb inspects a fuze before it's inserted into a 40mm grenade round at Milan Army Ammunition Plant, Tenn. — *David J. Duncan*

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1. A wreath outside the headquarters of Fort Bliss, Texas, commemorates those from the post who have been killed in operations Iraqi Freedom and Enduring Freedom. — *Wilson A. Rivera*

2. Members of the South Carolina Army National Guard Honor Guard fold a flag during the state's first Medal of Honor flag ceremony. — *Master Sgt. Phillip Jones*

3. Students at the Fort Bliss NCO Academy render honors before a memorial to Command Sgt. Maj. James D. Blankenbecler, who was killed in Iraq on Oct. 1, 2003. — *Wilson A. Rivera*

4. Army civilians Steve Brodersen, Dave Nickum, Brett Burland, Nancy McLendon, Carl Wilk, Rick McKee, Bob Roach and Rob Kornacki hold a large flag as Cpl. David Unger's funeral procession heads up Grant Avenue toward the Main Post Chapel at Fort Leavenworth. The 21-year-old Soldier was killed in Iraq Oct. 18, 2006. — *Prudence Siebert*

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